

CHIEF FINANCE AND OPERATIONS OFFICER SEARCH

ST. CHRISTOPHER'S SCHOOL

Richmond, Virginia

stchristophers.com

Start Date: July 1, 2024



St. Christopher's School

Educating Boys For Life



**Carney
Sandoe**
& ASSOCIATES

CARNEYSANDOE.COM

Mission Statement

St. Christopher's School knows, loves, and celebrates boys, promotes their pursuit of excellence, and prepares them for lives of honor and integrity, service, and leadership.

At a Glance



Established
1911



Enrollment
1,001



Financial aid awarded
\$3.7 million



Campus Size
43-acres



Students of color
17%



Total faculty
133



Faculty with advanced degrees
66%



Student-teacher ratio
5:1

Student retention rate: 97%

Admissions enrollment yield: 88%

Average class size: 17

Zip codes represented: 52

Students receiving aid: 23%

Endowment: \$67.6 million (6/30/23)

Annual operating budget (2023-24): \$40,700,344

Development - Annual Giving from most recent
year: \$2.2 million

Distinct course offerings: 150

Advanced placement courses: 24

Performing Arts groups: 21

Athletic teams: 49



Overview

For over a century, St. Christopher's School has served the Richmond, Virginia community as the premier college preparatory school for young men. Serving boys JK-grade 12, the St. Christopher's experience is distinctive because of three foundational elements, known as Community Pillars. These Pillars—honor & integrity, the pursuit of excellence, and community & brotherhood—guide and inform the curriculum and institutional priorities in educating boys and creating an inclusive and welcoming community.

The faculty and staff care deeply about each boy, setting high standards for achievement while providing nurture and support. Their commitment extends beyond the school day and beyond the school campus into the community.

Founded in 1911 by the Reverend Dr. Churchill Gibson Chamberlayne as the Chamberlayne School for Boys, the School changed its name to St. Christopher's School in 1920 after its purchase by Church Schools in the Diocese of Virginia (CSDV), to be one of the first in a new system of Episcopal schools. While St. Christopher's has seen significant growth and advancements since its inception, the School continues to honor its founding principles: honor and integrity; rigorous academics; and service to others. St. Christopher's currently operates from a position of enviable strength. Enrollment is at optimum capacity. The talented faculty and staff are committed to the School's mission, and the School has recently transformed the campus with the addition of the new Arts Center. However, St. Christopher's continues to look toward the future with ambition and optimism as it implements its [Strategic Plan, Momentum 2025](#), focused on four priorities to forge an even brighter future:

1. Improving the Student Experience: Educating Boys for Life;
2. Empowering Our People: Investing in Our Faculty and Staff;
3. Strengthening Our Community: Creating a More Diverse St. Christopher's;
4. Stewarding Our Resources: Ensuring Affordability and Sustainability.

The next Chief Finance & Operations Officer will play a key role in managing the financial and operational aspects of the School, as well as advancing its strategic goals and vision. To that end, Headmaster Mason Lecky is seeking a strong, strategic-minded partner for the important work ahead. The candidate will join a stable and financially strong school with a talented and dedicated leadership team, faculty, staff, and surrounding community. They will also lead a cohesive and experienced business office and operations team, providing the CFOO with the ability to focus energy on strategic school matters. Unique to the role, the CFOO serves as the School's liaison to both the St. Christopher's Foundation, a separate 501(c)(3) entity that oversees the School's endowment assets and considerable real estate, as well as to the Church Schools in the Diocese of Virginia, a six-school consortium.



In all endeavors, the new CFOO must be a strategic thinker and partner to the Headmaster and Board of Governors, adding insight and influence to all aspects of school life. The CFOO will be expected to assume a visible presence as a senior administrator and be interested in, enthusiastic about, and capable of exploring and supporting new frontiers of excellence for St. Christopher's School.

Opportunities and Challenges

In discussing St. Christopher's opportunities, it is important to acknowledge the School's position of financial strength. StC enjoys a high student retention rate of over 97%, an impressive alumni giving rate of 44%, and a growing endowment that reached \$67.6 million in June 2023, with Foundation net assets totaling nearly \$85 million. The School also has a high demand for admissions, with applications increasing by 45% from 2019 to 2023 and enrollment yield reaching an impressive and record 88% for the 2023-2024 school year. From this position of strength, St. Christopher's is building an increasingly diverse student body, with more than 20% of newly admitted students being people of color and with students choosing St. Christopher's from more than 50 zip codes across the Richmond region.

It is with this backdrop that St. Christopher's has an ambitious vision to double its endowment in the next 5 to 7 years through a major fundraising campaign. This will be the largest raise in the School's history, and the quiet phase of the campaign is off to a very promising start, with just under \$8 million in new endowment commitments secured between June and December 2023. The School recognizes that affordability is a critical issue for many families and strives to keep its tuition as low as possible without compromising the quality of education.

St. Christopher's also wants to ensure that its cadre of teachers, many who have long tenures, enjoy competitive compensation. Thus, the School is also engaged in a long-term project to better understand employee satisfaction with the School's benefits program, which includes health insurance, retirement plan, tuition remission, and professional development. The next CFOO will be involved in the strategic process of identifying and implementing potential changes to this program aimed at further strengthening employee retention and recruitment.

The CFOO will work closely with School leadership and partners on the oversight of the Foundation's current real estate holdings and the School's exploration of strategic acquisition of additional property to meet the School's long-term programmatic goals. The CFOO will lead the School's assessment of the feasibility, cost, and benefits of acquiring and developing new properties, as well as maintaining the 28 homes that surround the campus and serve as faculty housing. This will require careful planning, budgeting, and coordination with the St. Christopher's Foundation, which manages the School's real estate portfolio.



Finally, an especially important aspect of this job will be its role as the School's representative and de facto leader to two key partners: the St. Christopher's School Foundation and the Church Schools in the Diocese of Virginia. As stated earlier, the Foundation is responsible for the endowment and real estate holdings of the School, while the consortium of six Episcopal church schools collaborates on various initiatives, such as pooling insurance, legal and audit matters, purchasing, and advocacy. The Church Schools partnership provides many benefits for the School along with a built-in network of financial and operational colleagues for the next CFOO, particularly with the two fellow large day schools that are part of Church Schools—St. Catherine's School (St Christopher's' sister school) and St. Stephen's and St. Agnes School in Alexandria.

Responsibilities

The CFOO will work closely with the Headmaster, the Board of Governors, and the Foundation Board. The CFOO provides direct oversight of the Director of Information Systems and Academic Technology, the Director of Information Technology, the Director of Facilities, the Director of Capital Projects, and the Director of Finance. In addition, the CFOO has a number of primary responsibilities:

- Maintain a highly collaborative and close working relationship with the Headmaster to provide strategic leadership, analysis, and management of institutional goals, finances, and operations.
- Establish financial and capital strategies that are consistent with strategic priorities.
- Serve on the Headmaster's Administrative Team and lead, co-lead, or participate in several other teams and committees.
- Oversee all business office functions including all financial reporting to the Headmaster, Board of Governors, and various committees.
- Collaborate with the School's General Counsel regarding risk management matters.
- Serve as chief staff liaison and guide the work of the Finance and Property & Resource committees of the Board.
- Serve as an officer and chief staff liaison to the St. Christopher's Foundation Board for all business and operational matters.



- Serve as chief staff liaison to the Church Schools in the Diocese of Virginia.
- Build and/or maintain the School's short- and long-term strategic financial models.
- Oversee the administration of the School's endowment.
- Oversee School operations including personnel, maintenance, technology, and vendors.
- Maintain strong relationships with banks and lenders to ensure that funding is secured for the needs of the school and compliance with loan terms.
- Provide strategic and operational oversight of the School's auxiliary operations including Extended Day, outsourced dining operations, summer programs, bookstore, facilities rentals, etc.
- Support the School's HR Manager to administer and manage all employee benefit programs including health insurance, retirement, workers' compensation, life insurance, and other related plans.
- Manage insurance programs including property, casualty, medical, workers' compensation.
- Ensure compliance with all local and state reporting requirements.
- Collaborate effectively with Development, Admissions, Financial Aid, and other departments.
- Participate in and support diversity, equity, inclusion, and belonging professional development.
- Coordinate closely with the Directors of Facilities and Capital Projects on oversight of the physical plant, grounds, and construction functions.
- Coordinate closely with the Directors of Information Technology and Academic Technology on oversight of the School's technology functions.

Qualifications and Personal Attributes

- Bachelor's degree required, MBA or CPA preferred;
- 10-15 years of senior-level experience creating and executing financial planning and management strategies;
- Experience in an independent school preferred, though individuals with strong financial and leadership skills with professional backgrounds outside of independent schools are welcome;
- Experience managing a team, setting clear goals, responsibilities, expectations, and clear methods of accountability;
- Experience managing a team with both in-office and remote members, successfully creating cohesion among the team itself;



- Proven record of accomplishment designing, implementing, and managing large-scale organizational change;
- Ability to interface with all constituencies of the school community—the Headmaster, the leadership team, faculty, staff, students, the Board of Governors, Foundation Board, Church Schools, alumni, parents, and friends of the School;
- Superb communication skills; excellent written, verbal, and presentation skills;
- Demonstrated ability to understand complex subjects, distill them, and then communicate them to varied audiences;
- Experience on senior administrative teams and working with non-profit Boards;
- Demonstrated experience in measuring and improving organization-wide productivity;
- Demonstrated experience in the development of analysis for strategic decision-making, such as key cost drivers, competitive analysis, market analysis, organizational strengths, and weaknesses, etc.;
- Experience in human resource management, employee benefits (including retirement plans), and payroll procedures;
- Knowledge of business and not-for-profit accounting policies, procedures, practices, facilities, and software programs. Blackbaud experience a plus;
- Ability to think and plan strategically and creatively;
- Ability to supervise, manage, and delegate multiple functions and activities;
- Ability to remain calm, flexible, and work effectively under pressure;
- Skilled at negotiating and initiating contracts with external vendors;
- Aptitude for high customer-service standards;
- Consistent demonstration of an entrepreneurial mindset;
- Demonstrated commitment to equitable and inclusive practices;
- A track record of strong integrity.

Learn More

Click on the links below to learn more about St. Christopher's School.

[School Website](#)

[College Matriculation](#)

[Core Beliefs](#)

[Virtual Campus Tour](#)

[School History](#)

[Employee Benefits](#)

[Strategic Plan](#)

[About Richmond, Virginia](#)



To Apply

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

Greg Britton

Chief Operating Officer, Search & Consulting Group
ggb@carneysandoe.com

Sara Shulman

Consultant
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